**Stakeholders Perspectives Workshop (3 hours)**

**Stakeholders’ Perspectives Alignment**. Use this workshop if you need to assemble a team from a variety of functions, who may have different perspectives on the scope, skills, knowledge, or collaboration options for a particular capability improvement.

**Participants: (max 8)**

Domain experts with a variety of perspectives, who are or will be working on practice improvement for a given capability.

**Objectives:**

* Describe their perspective on improving practices for that capability.
* Identify what is Common, Complementary and Conflicting in the varied perspectives.
* Develop a common purpose that reflects all the participants’ perspectives.
* Identify complementary strengths to leverage to achieve the goal.
* Surface any potential conflicts, and begin to plan how to resolve them.

During the workshop, participants will:

**Part I**

* Articulate their perspectives
* Gain insight into the perspectives of others
* Begin to develop a common purpose

**Part II**

* Develop a common purpose
* Agree shared goals
* Identify where they will collaborate to meet their shared goals for capability improvement

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|  | **Step** | **Start** | **Duration** |
| **Part I** | **Introduction** | 2:00 | 0:10 |
|  | **Describe Perspectives** | 2:10 | 0:20 |
|  | **Collate Perspectives** | 2:30 | 0:45 |
|  | **Break** | 3:15 | 0:15 |
| **Part II** | **Synthesise** | 3:30 | 1:15 |
|  | Why? |  | 0:25 |
|  | What? |  | 0:25 |
|  | How? |  | 0:25 |
|  | **Wrap-up** | 4:45 | 0:15 |
|  | **End** | 5:00 |  |

**Step 0: Pre-Workshop**

Identify Facilitator

* Ideally workshop facilitated by someone independent of the participants, who can guide (not direct) the activities of the workshop
* The facilitator does not need to know the subject area
* The facilitator :
  + Can guide and manage group interactions
  + Has excellent non-judgemental active listening
  + Promotes participation
  + Intervenes on impasses
  + Cultivate a respectful positive atmosphere
  + Organises, summarises and connects data
* For a remote workshop, a second facilitator is recommended to assist in coordinating technical interactions

Workshop Preparation

2-3 week in advance:

* Leader identifies 6-8 participants
* Leader identifies a suitable facilitator
* Leader determines how best to gain commitment to attend from the participants, makes appropriate contact
* Determines a date which gives participants and facilitator sufficient notice. Drafts and sends workshop invitation

3-5 days in advance:

* Leader gives Facilitator an understanding of the profile and interaction style of participants
* Leader outlines their understanding of the goals, objectives and challenges
* Leader and Facilitator identify the areas which need facilitation focus
* The leader prepare themselves to be a participant alongside everyone else in the workshop (not a leader!)

**Step 1: Introduction**

Duration: 10 minutes

* Leader briefly recaps objective of workshop
* Facilitator
  + Gives an overview of the workshop
  + Proposes and agrees ground rules for workshop
* Each participant gives their name and their department/role

**Step 2: Describe Perspectives**

Duration: 20 min

* Introduction
* Each person describes their perspective by responding to a number of questions
* Each person presents their perspective to the group

**Step 3: Collate - Bring together and identify what is common, complementary and conflicting:**

Duration: 45 mins

1. Facilitator collates all perspectives, identifying the source of each item
2. Facilitator guides the group to identify the common elements
3. Facilitator guides the group in determining if the remaining elements are complementary or conflicting

*At this point participants should have an understanding of how their perspective relates to everyone else’s.*

**Step 4: Synthesise**

Duration: 75 minutes

Participants will synthesise the perspective information above to answer these questions:

1. **Why** are we doing this?
2. **What** is our goal?
3. **How** can we collaborate?

**Conclusion:**

At the end of the workshop, participants will have deepened their mutual understanding, and built a strong foundation for the teamwork necessary to achieve capability improvement in their particular area. Focussing on what is common and complementary highlights all the possibilities for cooperation, and increases the potential value to be gained from the capability improvement project

Surfacing potential conflicts moves them from being hidden barriers to project aspects to jointly manage.. Having an independent and skilled facilitator lead this creates an environment where all voices can be equally heard and enables an positive exploration of differences which can be a source of creativity and innovation.